

Integrity Action Trustee Meeting Agenda

17 June 2020, 11am – 2:30pm

Location

Remote meeting due to social distancing requirements

Integrity Action Trustees

Attending

Alan Barlow (AB)

Gail Klintworth (GK)

Paul Maassen (PM)

Siobhan Turner (ST)

Merryl Lawry-White (ML)

Philip Welply (PW)

Laurence Lee (LL)

Sam De Silva (SD)

Apologies

None

Executive Team Members

Jasmina Haynes (JH) – CEO

Catherine Sullivan (CS)- Head of Finance and Resources

Derek Thorne (DT) - Head of Programme Development

Next Meetings

23 Sept 2020	Board meeting: 11am - 1pm	Location: CMS
16 Dec 2020	Board meeting: 11am-1pm (followed by staff meeting and Christmas lunch)	Location: Integrity Action office
17th March 2021	Board meeting: 11am - 1pm	Location: CMS
16th June 2021	Board meeting: 11am-3pm	Location: CMS

22nd September 2021	Board meeting: 11am - 1pm	Location: CMS
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1. Agenda



1.

Board meeting				
Item	Time	Lead	Purpose	
Minutes of the March meeting and Matters arising	11.00-11.05	GK	For approval	Annex 1
CEO report	11.10-11.25	JH	For info	Annex 2
Towards agile strategy	11.25-11.30	JH	For approval	Annex 3
FY21 Business case	11.30-11.45	JH	For approval of direction	Annex 4
Report from the Audit Committee	11.30-11.40	ST	For info	Annex 5
Report from the Funding Committee	11.40-11.50	AB	For info	Annex 6
Report from the Board Ethics and Safeguarding Focal Person	11.50-11.55	ML	For info	
Report from the Nominations and Remuneration Committee <ul style="list-style-type: none"> Birdsong survey 	11.55-12.05	PW	For info	Annex 7
'Sustaining impact' initiative update	12.05-12.15	PM	For info	
Break: 12.15-13.15				
2025 'New world' outlook and the role of Integrity Action <i>Objective:</i> <i>a. Building a shared understanding of what the world might look like as it emerges from Covid-19 – notwithstanding all the uncertainty; and</i> <i>b. Early thoughts and ideas on what role Integrity Action can play in the “new world”, and how it can best add value.</i> These thoughts will feed into potential adaptations to our strategy to be tabled in September.	13.15-13.20 13.20-13.35 13.35-14.10	JH PM	Discussion	
AOB Any questions on supporting document: <ul style="list-style-type: none"> COVID-19 Risk register 		GK		Annex 8

<ul style="list-style-type: none"> • SIDA Organisational audit (May 2020) • Strategy progress tracker • Integrity Action and DevelopmentCheck websites • Operational update 				Annex 9 Annex 10
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iii. Minutes of March 2020 Board meeting

1. Minutes of previous meeting

The minutes of the previous meeting were approved.

2. Matters arising

CS shared a graph showing current expected cashflow forecast to Sept 2021

3. CEO Report

JH presented her report. Despite the current global situation, IA has many strengths; a good financial base, staff team remain well and healthy and there are a lot of opportunities for the organisation – the next 6-9 months are crucial as the world changes around us.

The Board agreed that, although the whole sector was facing challenging times the ongoing support from SIDA and the fact IA hadn't needed to furlough any staff were both very encouraging.

Action Point: GK to be kept updated on SIDA negotiations

4. Towards Agile Strategy

JH requested that the Board give formal approval to the SMT having flexibility to learn and adjust within the high-level strategy, which is often how IA operates already.

Board had a discussion of the risks associated with this type of strategy. JH agreed that keeping the mission of the IA forefront will mitigate these.

The Board formally approved the move to Agile Strategy

5. FY21 Business Case

The FY21 Business Case was presented and discussed. It was proposed by SMT that the income target for FY21 should be reduced from £2.5m to £2m, as the current context makes the £2.5m unrealistic.

The key points of the discussion were:

- Keep staffing at current levels
- There are proposed expected results under each objective
- Potential funders - within the business case we are reducing the expectations from our current pipeline, and also looking to diversify funder base.

Board approved the direction of the FY21 Business Plan as presented.

6. Report from Audit Committee

ST reported that IA are in a solid financial position even though a number of funding proposals have disappeared due to Covid or changes in directions from funders. Comfortable with the finances, and positive about our approach to risk.

GK noted that all audit findings from the recent SIDA audit were very positive.

7. Report from Funding Committee

AB – No ‘new’ funds secured since December, IA needs to position themselves carefully over the next 3/ 6/ 18 months, so that they are in a good position to replace the SIDA money at the end of the 4 year grant. IA are in a really good position to build further.

8. Report from the Board Safeguarding Focal Person

MLW presented the safeguarding report. Monitoring has reduced greatly in quarter, and there had been no new complaints received.

9. Report from the Nominations and Remuneration Committee (NRC)

PW – There were no updates on trustee recruitment this quarter

Results of the Birdsong survey were presented. The small staff team has the potential to skew the data, but overall the results were positive. The Board had a further discussion around several aspects of the survey.

Action point: Board to be updated on results of staff discussions on flexible working

10. “Sustaining Impact” initiative update

PM presented the current status of the research project, and how we’re extending this work. The next step is to use this as a conversation opener with funders and communities.

DT led a discussion around what this research could mean, and whether promoting a series of micro-successes is enough, and how IA can push for change on a larger scale.

The Trustees agreed that this is vital work, but that IA also needs to be able to translate it into more funding for the organisation; DT reassured them that was part of the focus.

11. 2025 ‘New world’ outlook and the role of Integrity Action

- a) Building a shared understanding of what the world might look like as it emerges from Covid-19 – notwithstanding all the uncertainty; and
- b) Early thoughts and ideas on what role Integrity Action can play in the “new world”, and how it can best add value.

PM gave some thoughts on this and led a discussion with other Trustees. Notable points were:

- *We are still in the heart of the first wave of the pandemic, with different timelines in different geographic areas. Need to consider the 2 big phases – immediate and long-term. Expecting 2 – 3 years of very challenging times, but also opportunities.*
- *Societies will be looking at the role of the state, public services, importance of common good and trust in each other, experts / science. Also re-thinking work/life balance, eg working from home (particularly a big change for gov and commercial organisations)*
- *This is a big opportunity for citizen engagement and transparency. Trust in government leaders is up (with some notable exceptions in the US, Brazil and UK) but other organisations are warning about potential damage to democratic systems as emergency powers aren’t given up afterwards, eroding civil freedoms.*
- *Worldwide, we are also seeing large spikes in police violence, limits on free speech, rights to assemble, etc.*
- *Where should IA focus? Many civil society organisations will have to close / restructure. Funding will drop as investments and GDP decrease in the recession. Many standards, eg around procurement, are no longer being followed as other priorities have arisen. This means less transparency, and higher risks relating to corruption, climate conflict, food security and social cohesion.*

- *We need to find the right moment to enter the conversation with our value proposition. If pitched well, there are many opportunities for IA. This is a game changer for how we live / work / travel, but also social activism online, rethinking the role of government and the common good*

LL discussed opportunities around increasing IA's profile in mainstream media, through building empirical evidence about corruption occurring during the Covid crisis which would create links with journalists and bring strong partnerships. The Board were supportive of this approach.

It was agreed that IA need to prioritise pilot projects, testing of these and responding to learning to produce tangible evidence

Action Point: SMT to update Board on media plans

12. AOB

Organisation structure as at March 2020

